

**Department of Information Technology**



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# Department of Information Technology



## Department Description

The Department of Information Technology (DoIT) is responsible for providing strategic technology direction, managing and implementing IT governance processes in support of the cross-departmental IT Business Leadership Group (ITBLG), developing and implementing IT operational policies and standards, managing contracts for IT services with various service providers, providing support for citywide technologies and applications (e.g., SAP, websites, public safety radio communications), and coordinating major citywide activities, including IT customer relationship management, IT procurement, and the citywide IT budget.

Some key areas of the Department include:

### IT Contract Management

In May and June of 2012, the City Council approved long-term IT Service Contracts totaling approximately \$185.0 million for the delivery of Application Services, Computing Infrastructure, and Data and Voice Networking Services. DoIT is responsible for managing the contracts with three separate vendors and integrating the delivery of these services for the City of San Diego.

### IT Governance

The City's IT Governance team develops and manages policies, procedures, IT standards, and work processes that add value to the procurement of IT services and assets. IT governance includes review and approval for new IT initiatives, procurement, and the management and support of existing IT systems. IT Governance staff also provide citywide training and guidance on City IT procurement practices.

### IT Security

The City's Information Security team manages overall security for the City's computer systems, network, and applications. Security management includes the technical administration of SAP security, Active Directory user account administration, and security governance of the City IT Sourcing vendors. The IT Security Team also develops and manages security policies, standards, technical processes, and security architecture design and approval.

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## Enterprise Applications

Enterprise Applications staff provides common IT services that span organizations and departments, thereby strengthening the City's technology foundation through common standards, processes, and integrated technologies. Major areas of service include the following:

- Management of a common Enterprise Geographical Information System (GIS) environment and applications
- Management and provisioning of Sharepoint, an enterprise collaboration solution
- Support of underlying record management environments that support web access to official City documents and special event processing
- Management of the enterprise web environment (sandiego.gov and Citynet)
- Management and support of the City's Enterprise Resource Planning System, SAP
- Logistical coordination and communication of IT initiatives between the Department of IT and other City departments

## Communications and Network Services

Communications and Network Services manage the service delivery for communications technologies. Communications and Network Services staff engineer, install, operate, and maintain secure, regional and metropolitan-wide, wireless and wireline voice and data communications systems and equipment, and administer contracts for commercially provided communication/network services.

The Department's mission is:

***To provide responsive and dependable delivery of information technology and communications services to the City organization in order to support a fiscally sound and effective government***

The Department's vision is to provide value through innovation to City departments and staff.

## Goals and Objectives

The following goals and objectives represent the action plan for the Department:

### ***Goal 1: Effectively manage the delivery of citywide technology and communications services***

Delivering and supporting core technology services is vital to every organization as it provides the workforce with the necessary resources needed in order for the organization to operate effectively. The Department will move toward accomplishing this goal by focusing on the following objectives:

- Centralize citywide IT functions, where applicable, to deliver core infrastructure services efficiently
- Facilitate the deployment and support of a common communications and technology infrastructure that meets the organization's business needs
- Forecast and budget the delivery of central IT services required to support City processes
- Manage the Department's budget effectively

### ***Goal 2: Guide technology decision-making to ensure consistency with the citywide business direction***

The technology investments and commitments made on behalf of the organization must reflect its overall strategic priorities. The governance process supports collaborative decision-making and accountability to prioritize scarce IT resources. Failure to perform this process may result in equipment, services, and systems that do not effectively support the workforce or that result in redundancy and a lack of interoperability. The Department will move toward accomplishing this goal by focusing on the following objectives:

- Implement, facilitate, and maintain effective IT governance processes

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- Ensure IT investments are aligned with the City's Strategic Plan, identified business priorities, and IT standards

## ***Goal 3: Ensure a skilled, responsive, and innovative workforce that keeps current with evolving business-critical technologies***

Developing a trained and skilled workforce is essential to the success of the Department. Ensuring that the Department's employees are trained and proficient in the latest technologies and have access to the necessary resources will create a higher performing organization that operates more effectively. The Department will move toward accomplishing this goal by focusing on the following objectives:

- Promote training and development
- Hire and retain highly qualified, responsive, and innovative employees
- Recruit and retain skilled technical and functional staff

## ***Goal 4: Provide high quality customer service***

Ensuring that the Department's customers are provided excellent service is paramount to the organization as a whole. The Department must be able to deliver the technology services and resources that City employees need to effectively perform their jobs. The Department will move toward accomplishing this goal by focusing on the following objectives:

- Establish and meet customer expectations in delivering core communications and central citywide technology services
- Assist departments in identifying opportunities to introduce new technology
- Ensure that all customers have access to accurate and timely City information and services via the Internet and Intranet
- Provide an accurate and timely response to user requests
- Provide SAP knowledge empowerment to stakeholders

## ***Goal 5: Create and maintain a sustainable, business-focused organization***

The Department will move toward accomplishing this goal by focusing on the following objectives:

- Identify and use a governance framework to provide strategic direction and prioritization of IT initiatives and process improvements
- Promote and implement best practices for SAP support
- Promote and implement IT infrastructure standards that enable business continuity
- Partner with departments and City IT Sourcing vendors to develop a strategic technology roadmap

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## Key Performance Indicators

Performance Measure	Actual FY2013	Estimated FY2014	Target FY2015
1. Customer satisfaction with Helpdesk/Service Desk service (scale 0–5)	4.66 <sup>1</sup>	4.25	4.50
2. Percent of Service Desk calls resolved on first call	93% <sup>1</sup>	75% <sup>2</sup>	80%
3. Percent of Service Desk calls answered in ≤30 seconds	70% <sup>1</sup>	90% <sup>3</sup>	90% <sup>3</sup>
4. Monthly user base (10,000+ users) to security incident ratio (for reporting purposes only)	1.4%	<1.0% per month	<1.0% per month
5. Percent of all managed IT Sourcing Service Level Agreement measures that are achieved	N/A <sup>4</sup>	N/A <sup>4</sup>	92%
6. Percent of mission-critical managed IT Sourcing Service Level Agreement measures that are achieved	N/A <sup>4</sup>	N/A <sup>4</sup>	95%
7. Percent of vendor-supported application development milestones completed on schedule	N/A <sup>5</sup>	95%	95%
8. Percent of Department of IT-managed Enterprise Platforms that meet standard of being no more than one major revision behind the current revision	N/A <sup>5</sup>	55%	75%
9. Percent of time that critical wireless infrastructure is available	99.999%	99.999%	99.999%
10. Average number of busy seconds for voice radio access (per month)	123	≤200 per month	≤200 per month

1. Measurement is from prior outsourcing Helpdesk vendor (EnPointe). Calls to EnPointe were limited to Helpdesk calls only, whereas in the IT Sourcing Strategy, the new IT vendor accepts all incoming calls and routes to other support organizations.
2. This figure is based on a 65 percent contractual service metric with ATOS IT Solutions & Services, Inc. The vendor is currently projected to exceed the metric.
3. This is a contractual service metric with ATOS IT Solutions & Services, Inc.
4. These service level requirement measures cannot be enforced until transitional contractual milestones are met. Fiscal Year 2015 is the first full fiscal year with no transitional milestones in terms of the contracts.
5. This information was unavailable prior to the IT Sourcing Initiative.

## Service Efforts and Accomplishments

During Fiscal Year 2014, the Department of IT continued to manage and implement citywide IT initiatives despite the fiscally challenging environment faced by the City. The Department's efforts are focused on lowering the total cost of ownership for IT in the City via the City IT Sourcing initiative; driving innovation to create better efficiencies using limited, available resources; leveraging volume discounts and economies of scale to reduce overall costs; increasing collaboration among City departments, other agencies, and service providers using online tools such as SharePoint; and implementing new IT governance processes and controls to better manage IT procurement and projects.

Major projects and initiatives accomplished or in progress during Fiscal Year 2014 include the following:

- Completed the transition of Help Desk/Desktop Services to the City's vendor, ATOS
- Completed the Data Center transition to ATOS providing the City with new data center infrastructure that allows for continuity of service and disaster recovery capabilities while also shrinking the environmental footprint for computing infrastructure

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- Initiated an examination of the City's application portfolio to develop support and investment strategies intended to reduce ongoing run-the-business costs for existing applications
- Completed the shut down and dissolution of San Diego Data Processing Corporation
- Initiated the transformation of e-mail systems to Microsoft Office 365
- Initiated the testing and remediation of citywide applications to prepare for the transformation to Windows 7
- Initiated the transformation of the PC computing environment to Microsoft Windows 7
- Completed the implementation of core IT technologies (Virus software, Patch Management software) that eliminates redundant costs and reduces the City's dependence upon multiple vendors
- Implemented a new online services webpage for the City to enhance service delivery to City constituents
- Initiated major software upgrades to the City's SAP system to maintain current technology and compliance with license agreements
- Improved overall security on City computers through a thorough audit of the City's Active Directory and Virtual Private Network infrastructure and services
- Initiated a new IT Budget Process that provides a nexus for costs to actual services consumed, providing transparency in the budget process
- Continued pursuit and receipt of grant funding for regional interoperability initiatives such as the nationally recognized Command and Control Communications (3Cs) project and the regional implementation of a standards-based public safety land mobile radio system (Project 25)
- Completed the transformation of facilities to a Voice over Internal Protocol (VoIP) network that is used throughout the City
- Completed the transformation of the City's docket management system to both stabilize the system and to prepare the system for future improvements



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## Department Summary

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change
FTE Positions (Budgeted)	100.00	103.26	102.76	(0.50)
Personnel Expenditures	\$ 11,282,177	\$ 13,226,451	\$ 12,724,460	\$ (501,991)
Non-Personnel Expenditures	35,344,717	31,246,476	28,186,026	(3,060,450)
<b>Total Department Expenditures</b>	<b>\$ 46,631,481</b>	<b>\$ 44,472,927</b>	<b>\$ 40,910,486</b>	<b>\$ (3,562,441)</b>
<b>Total Department Revenue</b>	<b>\$ 46,423,929</b>	<b>\$ 39,341,843</b>	<b>\$ 37,829,157</b>	<b>\$ (1,512,686)</b>

## General Fund

### Department Expenditures

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change
Financial & Support Services	\$ 483,426	\$ 2,600,000	\$ 500,000	\$ (2,100,000)
<b>Total</b>	<b>\$ 483,426</b>	<b>\$ 2,600,000</b>	<b>\$ 500,000</b>	<b>\$ (2,100,000)</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Equipment/Support for Information Technology</b>	0.00	\$ (2,100,000)	\$ -
Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements and priority analyses.			
<b>Total</b>	<b>0.00</b>	<b>\$ (2,100,000)</b>	<b>\$ -</b>

### Expenditures by Category

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change
<b>NON-PERSONNEL</b>				
Information Technology	\$ 483,426	\$ 2,600,000	\$ 500,000	\$ (2,100,000)
<b>NON-PERSONNEL SUBTOTAL</b>	<b>483,426</b>	<b>2,600,000</b>	<b>500,000</b>	<b>(2,100,000)</b>
<b>Total</b>	<b>\$ 483,426</b>	<b>\$ 2,600,000</b>	<b>\$ 500,000</b>	<b>\$ (2,100,000)</b>

## GIS Fund

### Department Expenditures

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change
Information Technology	\$ 1,553,384	\$ 1,585,038	\$ 1,905,926	\$ 320,888
<b>Total</b>	<b>\$ 1,553,384</b>	<b>\$ 1,585,038</b>	<b>\$ 1,905,926</b>	<b>\$ 320,888</b>

### Department Personnel

	FY2013 Budget	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change
Information Technology	2.00	2.00	2.00	0.00
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>

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## Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>One-Time Reductions and Annualizations</b>	0.00	\$ 193,046	\$ -
Adjustment to reflect the removal of one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2014.			
<b>Equipment/Support for Information Technology</b>	0.00	131,594	-
Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements and priority analyses.			
<b>Non-Discretionary Adjustment</b>	0.00	194	-
Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.			
<b>Salary and Benefit Adjustments</b>	0.00	(3,946)	-
Adjustments to reflect the annualization of the Fiscal Year 2014 negotiated salary compensation schedule, changes to savings resulting from positions to be vacant for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiation adjustments.			
<b>Revised Revenue</b>	0.00	-	184,787
Adjustment to reflect Fiscal Year 2015 revenue projections.			
<b>Total</b>	<b>0.00</b>	<b>\$ 320,888</b>	<b>\$ 184,787</b>

## Expenditures by Category

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 50,026	\$ 117,460	\$ 118,102	\$ 642
Fringe Benefits	41,120	100,264	95,676	(4,588)
<b>PERSONNEL SUBTOTAL</b>	<b>91,146</b>	<b>217,724</b>	<b>213,778</b>	<b>(3,946)</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 33	\$ -	\$ -	\$ -
Contracts	638,902	494,477	687,717	193,240
Information Technology	823,135	872,837	1,004,431	131,594
Other	1	-	-	-
Transfers Out	167	-	-	-
<b>NON-PERSONNEL SUBTOTAL</b>	<b>1,462,237</b>	<b>1,367,314</b>	<b>1,692,148</b>	<b>324,834</b>
<b>Total</b>	<b>\$ 1,553,384</b>	<b>\$ 1,585,038</b>	<b>\$ 1,905,926</b>	<b>\$ 320,888</b>

## Revenues by Category

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change
Rev from Money and Prop	\$ 904	\$ -	\$ -	\$ -
Rev from Other Agencies	77,885	195,303	195,303	-
Transfers In	1,420,972	1,420,971	1,605,758	184,787
<b>Total</b>	<b>\$ 1,499,761</b>	<b>\$ 1,616,274</b>	<b>\$ 1,801,061</b>	<b>\$ 184,787</b>

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## Personnel Expenditures

Job Number	Job Title / Wages	FY2013 Budget	FY2014 Budget	FY2015 Proposed	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000175	Applications Programmer 2	1.00	1.00	1.00	\$66,768 - \$80,891	\$ 66,768
20000377	Information Systems Technician	1.00	1.00	1.00	42,578 - 51,334	51,334
<b>FTE, Salaries, and Wages Subtotal</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>		<b>\$ 118,102</b>
		FY2013 Actual	FY2014 Budget	FY2015 Proposed		FY2014-2015 Change
<b>Fringe Benefits</b>						
Employee Offset Savings		\$ 513	\$ 2,516	\$ 2,516		\$ -
Flexible Benefits		6,076	16,971	15,454		(1,517)
Long-Term Disability		301	632	409		(223)
Medicare		754	1,712	1,712		-
Other Post-Employment Benefits		6,635	12,482	12,160		(322)
Retirement ADC		21,387	56,217	55,816		(401)
Retirement Offset Contribution		195	-	-		-
Risk Management Administration		1,063	1,894	2,056		162
Supplemental Pension Savings Plan		3,025	5,142	5,142		-
Unemployment Insurance		153	336	234		(102)
Workers' Compensation		1,016	2,362	177		(2,185)
<b>Fringe Benefits Subtotal</b>		<b>\$ 41,120</b>	<b>\$ 100,264</b>	<b>\$ 95,676</b>		<b>\$ (4,588)</b>
<b>Total Personnel Expenditures</b>				<b>\$ 213,778</b>		

## Information Technology Fund

### Department Expenditures

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014-2015 Change
Financial & Support Services	\$ 1,396,815	\$ 2,370,223	\$ 2,568,902	\$ 198,679
IT Services Sourcing	3,865,579	2,528,773	1,520,907	(1,007,866)
Information Technology	4,613,644	5,334,308	5,259,843	(74,465)
<b>Total</b>	<b>\$ 9,876,038</b>	<b>\$ 10,233,304</b>	<b>\$ 9,349,652</b>	<b>\$ (883,652)</b>

### Department Personnel

	FY2013 Budget	FY2014 Budget	FY2015 Proposed	FY2014-2015 Change
Financial & Support Services	6.00	10.00	10.00	0.00
IT Services Sourcing	11.00	6.00	6.00	0.00
Information Technology	15.00	23.00	23.00	0.00
<b>Total</b>	<b>32.00</b>	<b>39.00</b>	<b>39.00</b>	<b>0.00</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>One-Time Reductions and Annualizations</b>	0.00	\$ 420,000	\$ -
Adjustment to reflect the removal of one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2014.			

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## Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
<b>Addition of Training Expenditures</b> Adjustment to reflect the addition of non-personnel expenditures for SAP system and IT Security training.	0.00	40,000	-
<b>Information Systems Analyst 3</b> Addition of 1.00 Information Systems Analyst 3 to support the maintenance and operations of the IT Sourcing efforts offset by a corresponding reduction of 1.00 Graphic Designer.	0.00	26,594	-
<b>Non-Discretionary Adjustment</b> Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	(109,847)	-
<b>Reduction of Building Maintenance Expenditures</b> Adjustment to reflect a reduction of non-personnel expenditures due to lower building maintenance expenses.	0.00	(323,000)	-
<b>Equipment/Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	(465,395)	-
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2014 negotiated salary compensation schedule, changes to savings resulting from positions to be vacant for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiation adjustments.	0.00	(472,004)	-
<b>Revised Revenue</b> Adjustment to reflect Fiscal Year 2015 revenue projections.	0.00	-	(416,532)
<b>Total</b>	<b>0.00</b>	<b>\$ (883,652)</b>	<b>\$ (416,532)</b>

## Expenditures by Category

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014-2015 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 2,405,222	\$ 3,173,718	\$ 3,123,484	\$ (50,234)
Fringe Benefits	1,239,098	2,074,339	1,679,163	(395,176)
<b>PERSONNEL SUBTOTAL</b>	<b>3,644,320</b>	<b>5,248,057</b>	<b>4,802,647</b>	<b>(445,410)</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 3,980	\$ 23,828	\$ 23,993	\$ 165
Contracts	3,108,330	1,253,831	1,339,125	85,294
Information Technology	2,737,687	2,837,221	2,361,095	(476,126)
Energy and Utilities	5,175	13,457	9,607	(3,850)
Other	121,390	11,700	11,700	-
Transfers Out	159,432	142,041	104,666	(37,375)
Capital Expenditures	95,724	-	-	-
Debt	-	703,169	696,819	(6,350)
<b>NON-PERSONNEL SUBTOTAL</b>	<b>6,231,718</b>	<b>4,985,247</b>	<b>4,547,005</b>	<b>(438,242)</b>
<b>Total</b>	<b>\$ 9,876,038</b>	<b>\$ 10,233,304</b>	<b>\$ 9,349,652</b>	<b>\$ (883,652)</b>

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## Revenues by Category

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change
Charges for Services	\$ 18,577	\$ -	\$ -	\$ -
Rev from Money and Prop	9,639	-	-	-
Rev from Other Agencies	19,268	-	-	-
Transfers In	7,818,160	9,089,850	8,673,318	(416,532)
Capital Leases	2,531,848	-	-	-
<b>Total</b>	<b>\$ 10,397,492</b>	<b>\$ 9,089,850</b>	<b>\$ 8,673,318</b>	<b>\$ (416,532)</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2013 Budget	FY2014 Budget	FY2015 Proposed	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000011	Account Clerk	0.00	2.00	3.00	\$31,491 - \$37,918	\$ 109,331
20000539	Clerical Assistant 2	0.00	1.00	0.00	29,931 - 36,067	-
20001101	Department Director	1.00	1.00	1.00	59,155 - 224,099	154,500
20000924	Executive Secretary	1.00	1.00	1.00	43,555 - 52,666	51,741
20000487	Graphic Designer	1.00	1.00	0.00	43,264 - 51,979	-
20000290	Information Systems Analyst 2	3.00	3.00	1.00	54,059 - 65,333	54,059
20000293	Information Systems Analyst 3	5.00	6.00	9.00	59,363 - 71,760	548,308
20000998	Information Systems Analyst 4	3.00	3.00	3.00	66,768 - 80,891	161,782
20000180	Information Systems Manager	1.00	1.00	1.00	84,427 - 102,253	102,253
20000680	Payroll Specialist 2	1.00	1.00	1.00	34,611 - 41,787	41,787
20001222	Program Manager	15.00	15.00	15.00	46,966 - 172,744	1,635,600
20000927	Senior Clerk/Typist	0.00	1.00	1.00	36,067 - 43,514	43,514
20000015	Senior Management Analyst	1.00	2.00	2.00	59,363 - 71,760	135,627
20000970	Supervising Management Analyst	0.00	1.00	1.00	66,768 - 80,891	80,891
	Overtime Budgeted					4,091
<b>FTE, Salaries, and Wages Subtotal</b>		<b>32.00</b>	<b>39.00</b>	<b>39.00</b>		<b>\$ 3,123,484</b>
		FY2013 Actual	FY2014 Budget	FY2015 Proposed		FY2014–2015 Change
<b>Fringe Benefits</b>						
	Employee Offset Savings	\$ 31,306	\$ 87,464	\$ 36,524		\$ (50,940)
	Flexible Benefits	226,030	324,122	335,526		11,404
	Insurance	297	-	-		-
	Long-Term Disability	13,927	16,990	10,793		(6,197)
	Medicare	34,583	44,546	44,244		(302)
	Other Post-Employment Benefits	177,871	230,917	224,960		(5,957)
	Retiree Medical Trust	2,439	1,742	3,910		2,168
	Retirement 401 Plan	5,904	5,926	7,125		1,199
	Retirement ADC	566,974	1,119,510	791,884		(327,626)
	Retirement DROP	6,524	6,523	-		(6,523)
	Retirement Offset Contribution	747	-	-		-
	Risk Management Administration	28,433	35,039	38,036		2,997
	Supplemental Pension Savings Plan	108,840	125,769	159,400		33,631
	Unemployment Insurance	7,106	9,021	6,173		(2,848)
	Workers' Compensation	28,117	66,770	20,588		(46,182)
<b>Fringe Benefits Subtotal</b>		<b>\$ 1,239,098</b>	<b>\$ 2,074,339</b>	<b>\$ 1,679,163</b>		<b>\$ (395,176)</b>
<b>Total Personnel Expenditures</b>				<b>\$ 4,802,647</b>		

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## OneSD Support Fund

### Department Expenditures

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change
Enterprise Resource Planning	\$ 25,492,270	\$ 21,185,217	\$ 20,733,869	\$ (451,348)
<b>Total</b>	<b>\$ 25,492,270</b>	<b>\$ 21,185,217</b>	<b>\$ 20,733,869</b>	<b>\$ (451,348)</b>

### Department Personnel

	FY2013 Budget	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change
Enterprise Resource Planning	18.00	17.50	17.00	(0.50)
<b>Total</b>	<b>18.00</b>	<b>17.50</b>	<b>17.00</b>	<b>(0.50)</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Salary and Benefit Adjustments</b>	0.00	\$ 58,595	\$ -
Adjustments to reflect the annualization of the Fiscal Year 2014 negotiated salary compensation schedule, changes to savings resulting from positions to be vacant for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiation adjustments.			
<b>Non-Standard Hour Personnel Funding</b>	(0.50)	(16,105)	-
Adjustment to expenditures according to a zero-based annual review of non-standard hour personnel funding requirements.			
<b>Equipment/Support for Information Technology</b>	0.00	(198,230)	-
Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements and priority analyses.			
<b>Non-Discretionary Adjustment</b>	0.00	(295,608)	-
Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.			
<b>Revised Revenue</b>	0.00	-	(1,183,175)
Adjustment to reflect Fiscal Year 2015 revenue projections.			
<b>Total</b>	<b>(0.50)</b>	<b>\$ (451,348)</b>	<b>\$ (1,183,175)</b>

### Expenditures by Category

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 1,814,397	\$ 1,776,540	\$ 1,774,912	\$ (1,628)
Fringe Benefits	942,939	990,959	1,035,077	44,118
<b>PERSONNEL SUBTOTAL</b>	<b>2,757,335</b>	<b>2,767,499</b>	<b>2,809,989</b>	<b>42,490</b>

# Department of Information Technology

## Expenditures by Category (Cont'd)

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change
<b>NON-PERSONNEL</b>				
Supplies	\$ 9,674	\$ 20,314	\$ 20,479	\$ 165
Contracts	326,971	422,859	362,101	(60,758)
Information Technology	15,050,909	11,762,415	11,564,185	(198,230)
Energy and Utilities	13,801	16,000	14,400	(1,600)
Other	2,206	4,000	4,000	-
Transfers Out	1,292,224	92,980	170,568	77,588
Capital Expenditures	-	60,000	60,000	-
Debt	6,039,149	6,039,150	5,728,147	(311,003)
<b>NON-PERSONNEL SUBTOTAL</b>	<b>22,734,934</b>	<b>18,417,718</b>	<b>17,923,880</b>	<b>(493,838)</b>
<b>Total</b>	<b>\$ 25,492,270</b>	<b>\$ 21,185,217</b>	<b>\$ 20,733,869</b>	<b>\$ (451,348)</b>

## Revenues by Category

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change
Charges for Services	\$ 37	\$ 8,614,866	\$ -	\$ (8,614,866)
Other Revenue	286	-	-	-
Rev from Money and Prop	54,396	-	-	-
Transfers In	25,895,107	12,486,377	19,918,068	7,431,691
<b>Total</b>	<b>\$ 25,949,825</b>	<b>\$ 21,101,243</b>	<b>\$ 19,918,068</b>	<b>\$ (1,183,175)</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2013 Budget	FY2014 Budget	FY2015 Proposed	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20001247	Business Systems Analyst 2	2.00	3.00	3.00	\$59,467 - \$71,864	\$ 215,346
20001246	Business Systems Analyst 3	3.00	2.00	1.00	65,416 - 79,061	75,317
90000541	Clerical Assistant 2 - Hourly	0.00	0.50	0.00	29,931 - 36,067	-
20001168	Deputy Director	1.00	1.00	1.00	46,966 - 172,744	145,001
20001261	Information Systems Administrator	3.00	3.00	4.00	73,466 - 88,982	351,768
20001222	Program Manager	8.00	8.00	8.00	46,966 - 172,744	987,480
20000970	Supervising Management Analyst	1.00	0.00	0.00	66,768 - 80,891	-
<b>FTE, Salaries, and Wages Subtotal</b>		<b>18.00</b>	<b>17.50</b>	<b>17.00</b>		<b>\$ 1,774,912</b>

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change
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## Fringe Benefits

Employee Offset Savings	\$ 25,192	\$ 53,517	\$ 30,174	\$ (23,343)
Flexible Benefits	191,964	190,118	190,786	668
Long-Term Disability	10,309	9,623	6,144	(3,479)
Medicare	26,381	26,084	25,737	(347)
Other Post-Employment Benefits	116,122	106,097	103,360	(2,737)
Retiree Medical Trust	2,099	2,190	1,580	(610)
Retirement 401 Plan	8,224	8,757	6,321	(2,436)
Retirement ADC	471,726	493,841	586,975	93,134
Retirement Offset Contribution	5	-	-	-
Risk Management Administration	18,621	16,099	17,476	1,377
Supplemental Pension Savings Plan	48,794	43,610	58,791	15,181

# Department of Information Technology

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change
Unemployment Insurance	5,254	5,107	3,513	(1,594)
Workers' Compensation	18,248	35,916	4,220	(31,696)
<b>Fringe Benefits Subtotal</b>	<b>\$ 942,939</b>	<b>\$ 990,959</b>	<b>\$ 1,035,077</b>	<b>\$ 44,118</b>
<b>Total Personnel Expenditures</b>			<b>\$ 2,809,989</b>	

## Wireless Communications Technology Fund

### Department Expenditures

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change
Communications	\$ 9,226,365	\$ 8,869,368	\$ 8,376,139	\$ (493,229)
Financial & Support Services	-	-	44,900	44,900
<b>Total</b>	<b>\$ 9,226,365</b>	<b>\$ 8,869,368</b>	<b>\$ 8,421,039</b>	<b>\$ (448,329)</b>

### Department Personnel

	FY2013 Budget	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change
Communications	48.00	44.76	44.76	0.00
<b>Total</b>	<b>48.00</b>	<b>44.76</b>	<b>44.76</b>	<b>0.00</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Motorola Maintenance Contract</b>	0.00	\$ 250,000	\$ -
Adjustment to reflect the addition of non-personnel expenditures to support the maintenance agreement with Motorola for the City's P25 radio system.			
<b>P25 Radio System Financing</b>	0.00	160,000	-
Adjustment to reflect the addition of one-time expenditures for sales tax associated with financing of the P25 radio system.			
<b>Regional 3Cs Network</b>	0.00	80,000	-
Adjustment to reflect the addition of one-time non-personnel expenditures to support the operations of the 3Cs project.			
<b>Enterprise Asset Management</b>	0.00	44,900	-
Adjustment to reflect the addition of non-personnel expenditures for the Enterprise Asset Management project.			
<b>Non-Standard Hour Personnel Funding</b>	0.00	15,836	-
Adjustment to expenditures according to a zero-based annual review of non-standard hour personnel funding requirements.			
<b>Site Fees</b>	0.00	12,000	-
Adjustment to reflect the addition of non-personnel expenditures for fees related to maintaining communications equipment on land outside the City for the P25 radio system.			



# Department of Information Technology

## Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
<b>Equipment/Support for Information Technology</b> Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	10,174	-
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2014 negotiated salary compensation schedule, changes to savings resulting from positions to be vacant for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiation adjustments.	0.00	(130,961)	-
<b>One-Time Reductions and Annualizations</b> Adjustment to reflect the removal of one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2014.	0.00	(250,000)	-
<b>Non-Discretionary Adjustment</b> Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	(640,278)	-
<b>Revised Revenue</b> Adjustment to reflect Fiscal Year 2015 revenue projections.	0.00	-	(97,766)
<b>Total</b>	<b>0.00</b>	<b>\$ (448,329)</b>	<b>\$ (97,766)</b>

## Expenditures by Category

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014-2015 Change
<b>PERSONNEL</b>				
Personnel Cost	\$ 2,913,853	\$ 2,981,244	\$ 2,875,327	\$ (105,917)
Fringe Benefits	1,875,522	2,011,927	2,022,719	10,792
<b>PERSONNEL SUBTOTAL</b>	<b>4,789,375</b>	<b>4,993,171</b>	<b>4,898,046</b>	<b>(95,125)</b>
<b>NON-PERSONNEL</b>				
Supplies	\$ 126,564	\$ 608,351	\$ 286,016	\$ (322,335)
Contracts	751,814	832,297	1,274,322	442,025
Information Technology	225,500	132,129	142,303	10,174
Energy and Utilities	201,457	236,153	123,934	(112,219)
Other	450	2,188	161,400	159,212
Transfers Out	199,527	324,444	221,081	(103,363)
Capital Expenditures	9,453	38,752	38,752	-
Debt	2,922,226	1,701,883	1,275,185	(426,698)
<b>NON-PERSONNEL SUBTOTAL</b>	<b>4,436,989</b>	<b>3,876,197</b>	<b>3,522,993</b>	<b>(353,204)</b>
<b>Total</b>	<b>\$ 9,226,365</b>	<b>\$ 8,869,368</b>	<b>\$ 8,421,039</b>	<b>\$ (448,329)</b>

# Department of Information Technology

## Revenues by Category

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change
Charges for Services	\$ 266,505	\$ 456,000	\$ 456,312	\$ 312
Fines Forfeitures and Penalties	373	-	-	-
Licenses and Permits	(8)	-	-	-
Other Revenue	1,357	-	-	-
Rev from Money and Prop	13,442	-	-	-
Rev from Other Agencies	211,629	-	-	-
Transfers In	8,083,553	7,078,476	6,980,398	(98,078)
<b>Total</b>	<b>\$ 8,576,851</b>	<b>\$ 7,534,476</b>	<b>\$ 7,436,710</b>	<b>\$ (97,766)</b>

## Personnel Expenditures

Job Number	Job Title / Wages	FY2013 Budget	FY2014 Budget	FY2015 Proposed	Salary Range	Total
<b>FTE, Salaries, and Wages</b>						
20000011	Account Clerk	2.00	0.00	0.00	\$31,491 - \$37,918	\$ -
20000251	Apprentice 1-Communications Technician	0.00	0.00	1.00	39,978 - 53,290	46,276
20000139	Associate Communications Engineer	4.00	4.00	4.00	66,622 - 80,454	294,152
20000539	Clerical Assistant 2	1.00	0.00	0.00	29,931 - 36,067	-
20000403	Communications Technician	20.00	20.00	19.00	58,157 - 69,742	1,156,225
20000405	Communications Technician Supervisor	2.00	2.00	2.00	66,685 - 80,600	157,518
20001168	Deputy Director	1.00	1.00	1.00	46,966 - 172,744	109,855
20000418	Equipment Technician 1	1.00	1.00	1.00	36,005 - 43,139	36,005
20000419	Equipment Technician 1	5.00	5.00	5.00	36,005 - 43,139	209,175
90000419	Equipment Technician 1 - Hourly	0.00	1.76	1.76	36,005 - 43,139	69,518
20000425	Equipment Technician 2	2.00	2.00	2.00	39,499 - 47,091	94,182
20000178	Information Systems Administrator	1.00	1.00	1.00	73,466 - 88,982	88,982
20000927	Senior Clerk/Typist	1.00	0.00	0.00	36,067 - 43,514	-
20000288	Senior Communications Engineer	1.00	1.00	1.00	76,794 - 92,851	87,518
20000897	Senior Communications Technician	4.00	4.00	4.00	61,048 - 73,216	292,864
20000402	Senior Communications Technician Supervisor	1.00	1.00	1.00	76,710 - 92,602	90,287
20000015	Senior Management Analyst	1.00	0.00	0.00	59,363 - 71,760	-
20000955	Storekeeper 1	1.00	1.00	1.00	34,611 - 41,517	41,517
	Overtime Budgeted					24,003
	Reg Pay For Engineers					57,250
	Vacation Pay In Lieu					20,000
<b>FTE, Salaries, and Wages Subtotal</b>		<b>48.00</b>	<b>44.76</b>	<b>44.76</b>		<b>\$ 2,875,327</b>
		FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change	
<b>Fringe Benefits</b>						
	Employee Offset Savings	\$ 12,837	\$ 13,302	\$ 12,345	\$ (957)	
	Flexible Benefits	250,003	278,973	303,126	24,153	

# Department of Information Technology

	FY2013 Actual	FY2014 Budget	FY2015 Proposed	FY2014–2015 Change
Long-Term Disability	16,531	15,450	9,592	(5,858)
Medicare	38,913	38,641	38,700	59
Other Post-Employment Benefits	279,412	255,881	249,280	(6,601)
Retiree Medical Trust	269	332	202	(130)
Retirement 401 Plan	1,074	1,329	806	(523)
Retirement ADC	1,004,401	1,135,274	1,164,970	29,696
Retirement DROP	10,672	11,436	7,076	(4,360)
Retirement Offset Contribution	2,608	-	-	-
Risk Management Administration	44,867	38,827	42,148	3,321
Supplemental Pension Savings Plan	155,768	154,849	145,345	(9,504)
Unemployment Insurance	8,420	8,203	5,490	(2,713)
Workers' Compensation	49,748	59,430	43,639	(15,791)
<b>Fringe Benefits Subtotal</b>	<b>\$ 1,875,522</b>	<b>\$ 2,011,927</b>	<b>\$ 2,022,719</b>	<b>\$ 10,792</b>
<b>Total Personnel Expenditures</b>			<b>\$ 4,898,046</b>	

# Department of Information Technology

## Revenue and Expense Statement (Non-General Fund)

GIS Fund	FY2013 Actual	FY2014 <sup>*</sup> Budget	FY2015 Proposed
<b>BEGINNING BALANCE AND RESERVES</b>			
Balance from Prior Year	\$ 574,036	\$ 576,094	\$ 581,694
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ 574,036</b>	<b>\$ 576,094</b>	<b>\$ 581,694</b>
<b>REVENUE</b>			
Transfer In	\$ 1,420,972	\$ 1,420,971	\$ 1,605,758
Reimbursement From Other Agencies	77,885	195,303	195,303
Interest on Pooled Investments	904	—	—
<b>TOTAL REVENUE</b>	<b>\$ 1,499,761</b>	<b>\$ 1,616,274</b>	<b>\$ 1,801,061</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 2,073,797</b>	<b>\$ 2,192,368</b>	<b>\$ 2,382,755</b>
<b>OPERATING EXPENSE</b>			
Personnel Expense	\$ 91,146	\$ 217,724	\$ 213,778
Non-Personnel Expense	1,462,238	1,367,314	1,692,148
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 1,553,384</b>	<b>\$ 1,585,038</b>	<b>\$ 1,905,926</b>
<b>TOTAL EXPENSE</b>	<b>\$ 1,553,384</b>	<b>\$ 1,585,038</b>	<b>\$ 1,905,926</b>
<b>BALANCE</b>	<b>\$ 520,413</b>	<b>\$ 607,330</b>	<b>\$ 476,829</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ 2,073,797</b>	<b>\$ 2,192,368</b>	<b>\$ 2,382,755</b>

\* At the time of publication, audited financial statements for Fiscal Year 2014 were not available. Therefore, the Fiscal Year 2014 column reflects final budget amounts from the Fiscal Year 2014 Adopted Budget. As such, current fiscal year balances and reserves are estimates of carryover from the previous fiscal year.

# Department of Information Technology

## Revenue and Expense Statement (Non-General Fund)

Information Technology Fund	FY2013 Actual	FY2014 <sup>*</sup> Budget	FY2015 Proposed
<b>BEGINNING BALANCE AND RESERVES</b>			
Balance from Prior Year	\$ 1,895,827	\$ 1,223,455	\$ 1,172,067
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ 1,895,827</b>	<b>\$ 1,223,455</b>	<b>\$ 1,172,067</b>
<b>REVENUE</b>			
Reimbursement Between Funds/Departments	\$ 18,577	\$ 9,089,850	\$ —
Reimbursement From Other Agencies	19,268	—	—
Interest and Dividends	9,639	—	—
Transfers In	7,818,160	—	8,673,318
Capital Leases	2,531,848	—	—
<b>TOTAL REVENUE</b>	<b>\$ 10,397,492</b>	<b>\$ 9,089,850</b>	<b>\$ 8,673,318</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 12,293,319</b>	<b>\$ 10,313,305</b>	<b>\$ 9,845,385</b>
<b>OPERATING EXPENSE</b>			
Personnel Expense	\$ 3,644,320	\$ 5,248,057	\$ 4,802,647
Non-Personnel Expense	6,231,718	4,985,247	4,547,005
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 9,876,038</b>	<b>\$ 10,233,304</b>	<b>\$ 9,349,652</b>
<b>TOTAL EXPENSE</b>	<b>\$ 9,876,038</b>	<b>\$ 10,233,304</b>	<b>\$ 9,349,652</b>
<b>BALANCE</b>	<b>\$ 2,417,281</b>	<b>\$ 80,001</b>	<b>\$ 495,733</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ 12,293,319</b>	<b>\$ 10,313,305</b>	<b>\$ 9,845,385</b>

<sup>\*</sup> At the time of publication, audited financial statements for Fiscal Year 2014 were not available. Therefore, the Fiscal Year 2014 column reflects final budget amounts from the Fiscal Year 2014 Adopted Budget. As such, current fiscal year balances and reserves are estimates of carryover from the previous fiscal year.

# Department of Information Technology

## Revenue and Expense Statement (Non-General Fund)

OneSD Support Fund	FY2013 Actual	FY2014 <sup>*</sup> Budget	FY2015 Proposed
<b>BEGINNING BALANCE AND RESERVES</b>			
Balance from Prior Year	\$ 2,031,172	\$ 389,591	\$ 1,309,224
Continuing Appropriation - CIP	—	1,100,000	1,100,000
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ 2,031,172</b>	<b>\$ 1,489,591</b>	<b>\$ 2,409,224</b>
<b>REVENUE</b>			
Services to Other Funds	\$ —	\$ 8,614,866	\$ —
Interest on Pool Investments	54,396	—	—
Transfer In	25,895,107	12,486,377	19,918,068
Reimbursement Between Funds/Departments	37	—	—
Expenditure Refund Prior Year	286	—	—
<b>TOTAL REVENUE</b>	<b>\$ 25,949,825</b>	<b>\$ 21,101,243</b>	<b>\$ 19,918,068</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 27,980,997</b>	<b>\$ 22,590,834</b>	<b>\$ 22,327,292</b>
<b>OPERATING EXPENSE</b>			
Personnel Expense	\$ 2,757,335	\$ 2,767,499	\$ 2,809,989
Non-Personnel Expense	22,734,934	18,417,718	17,923,880
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 25,492,270</b>	<b>\$ 21,185,217</b>	<b>\$ 20,733,869</b>
<b>TOTAL EXPENSE</b>	<b>\$ 25,492,270</b>	<b>\$ 21,185,217</b>	<b>\$ 20,733,869</b>
<b>RESERVES</b>			
Continuing Appropriation - CIP	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000
<b>TOTAL RESERVES</b>	<b>\$ 1,100,000</b>	<b>\$ 1,100,000</b>	<b>\$ 1,100,000</b>
<b>BALANCE</b>	<b>\$ 1,388,728</b>	<b>\$ 305,617</b>	<b>\$ 493,423</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ 27,980,997</b>	<b>\$ 22,590,834</b>	<b>\$ 22,327,292</b>

\* At the time of publication, audited financial statements for Fiscal Year 2014 were not available. Therefore, the Fiscal Year 2014 column reflects final budget amounts from the Fiscal Year 2014 Adopted Budget. As such, current fiscal year balances and reserves are estimates of carryover from the previous fiscal year.

# Department of Information Technology

## Revenue and Expense Statement (Non-General Fund)

Wireless Communications Technology Fund	FY2013 Actual	FY2014 <sup>*</sup> Budget	FY2015 Proposed
<b>BEGINNING BALANCE AND RESERVES</b>			
Balance from Prior Year	\$ 2,792,213	\$ 2,092,927	\$ 1,473,825
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ 2,792,213</b>	<b>\$ 2,092,927</b>	<b>\$ 1,473,825</b>
<b>REVENUE</b>			
Transfers from Other Funds	\$ 6,713,775	\$ 5,879,011	\$ 5,797,553
Transfers from Proprietary Funds	1,369,778	1,199,465	1,182,845
Other Revenue	1,357	456,000	—
Licenses and Permits	(8)	—	—
Fines, Forfeitures, and Penalties	373	—	—
Revenue from Use of Money and Property	13,442	—	—
Charges for Current Services	478,134	—	40,116
Revenue from Other Agencies	—	—	416,196
<b>TOTAL REVENUE</b>	<b>\$ 8,576,851</b>	<b>\$ 7,534,476</b>	<b>\$ 7,436,710</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 11,369,064</b>	<b>\$ 9,627,403</b>	<b>\$ 8,910,535</b>
<b>OPERATING EXPENSE</b>			
Personnel Expense	\$ 4,789,375	\$ 4,993,171	\$ 4,898,046
Non-Personnel Expense	4,436,989	3,876,197	3,522,993
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 9,226,365</b>	<b>\$ 8,869,368</b>	<b>\$ 8,421,039</b>
<b>TOTAL EXPENSE</b>	<b>\$ 9,226,365</b>	<b>\$ 8,869,368</b>	<b>\$ 8,421,039</b>
<b>BALANCE</b>	<b>\$ 2,142,700</b>	<b>\$ 758,035</b>	<b>\$ 489,496</b>
<b>TOTAL BALANCE, RESERVES, AND EXPENSE</b>	<b>\$ 11,369,064</b>	<b>\$ 9,627,403</b>	<b>\$ 8,910,535</b>

<sup>\*</sup> At the time of publication, audited financial statements for Fiscal Year 2014 were not available. Therefore, the Fiscal Year 2014 column reflects final budget amounts from the Fiscal Year 2014 Adopted Budget. As such, current fiscal year balances and reserves are estimates of carryover from the previous fiscal year.



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